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FIRST ANNUAL REPORT, 7-1-66 TO 5-31-67.

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MANPOWER ADMINISTRATION (DOL), WASHINGTON, D.C.

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SUPPORTED BY A MANPOWER INSTITUTIONAL GRANT, THE CENTER'S PURPOSES WERE TO (1) CONDUCT BASIC MANPOWER RESEARCH OF REGIONAL AND NATIONAL SIGNIFICANCE, (2) DEVELOP A SUPPLY OF SCHOLARS IN MANPOWER, (3) UPDATE SKILLS OF SCHOLARS AND PRACTITIONERS THROUGH WORKSHOPS AND INSTITUTES, AND (4) DEVELOP AND MAINTAIN A CLEARINGHOUSE OF RESEARCH AND TO DISSEMINATE RESEARCH RESULTS. SIXTY COLLEGES AND UNIVERSITIES AGREED TO COOPERATE IN DEVELOPING RESEARCH AND EDUCATION PROGRAMS IN THE MANPOWER FIELD. A REGIONAL CONFERENCE ON HUMAN RESOURCE S DEVELOPMENT WAS HELD AND A SUMMER MANPOWER RESEARCH INSTITUTE FOR UPGRADING THE SKILLS OF PARTICIPANTS INVOLVED IN MANPOWER RESEARCH WAS PLANNED. A REGIONAL CLEARINGHOUSE FOR MANPOWER PUBLICATIONS AND RESEARCH IN PROGRESS WAS STARTED AND A NUMBER OF RESEARCH PUBLICATIONS WERE DISSEMINATED. MAJOR RESEARCH ACTIVITIES WERE (1) A COMPREHENSIVE STUDY OF THE HEALTH MANPOWER NEEDS OF NONMETROPOLITAN AREAS, FOCUSED UPON TRAINING, WORKING CONDITIONS, AND JOB RESTRUCTURING, (2) A STUDY OF THE COMPONENTS OF EFFECTIVE SUPERVISION, MANAGERIAL STYLES, AND OTHER INDUSTRY VARIABLES RELATED TO JOB SATISFACTION AND WORK EFFECTIVENESS, AND (3) A PERIODIC SURVEY OF JOB VACANCIES IN IOWA INDUSTRY DEVELOPED IN COOPERATION WITH STATE AGENCIES. FOUR GRADUATE ASSISTANTSHIPS IN ECONOMICS AND TWO IN SOCIOLOGY WERE PROVIDED. DETAILED INFORMATION RELATIVE TO THE STAFF, RESEARCH ACTIVITIES, THE GRADUATE PROGRAM, AND PUBLICATIONS IS GIVEN. (EM)

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AUG 3 1967

UNITED STATES DEPARTMENT OF LABOR

OFFICE OF MANPOWER POLICY, EVALUATION, AND RESEARCH

Washington, D. C. 20010

First Annual Report

7-1-66 to 5-31-67

IOWA STATE UNIVERSITY OF SCIENCE AND TECHNOLOGY

INDUSTRIAL RELATIONS CENTER

Curtiss Hall

Ames, Iowa 50010

Contract Number: 91-17-66-61

Dr. Edward B. Jakubauskas
Professor of Economics
and Director,
Industrial Relations Center

VT003397

PROGRESS REPORT

Grantee: Iowa State University of Science and Technology, Ames, Iowa

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I. Summary

The mission of the manpower institutional grant at Iowa State University is four-fold:

1. To conduct basic manpower research of regional and national significance;
2. To develop a supply of new scholars in manpower through the MS degree program of the Industrial Relations Center as well as through the existing MS and Ph.D. programs in economics, sociology and psychology;
3. To update the skills of scholars and practitioners through summer institutes and workshops;
4. To develop and maintain a central clearinghouse of published and on-going research for colleges and universities in this region. To disseminate research results to scholars and practitioners in the manpower field.

The development of these programs is to be carried out on a multi-disciplinary basis involving colleges and universities in a six-state region comprising Iowa, Missouri, Kansas, North and South Dakota and Nebraska.

The work of this program is to be carried out in close liaison with action agencies involved in the manpower field, as well as with research scholars located in the Great Plains Region.

The Manpower Institutional Grant was awarded to Iowa State University largely on the basis of a cooperative regional plan for manpower research involving colleges and universities in the Great Plains States Region. To date, 60 colleges and universities have responded favorably to an inquiry regarding cooperation in developing research and education programs in the manpower field. Past, current and future plans and activities involving cooperative activities with colleges and universities in this region involve:

1. A regional conference on Human Resources Development, at Ames, Iowa, October 13 & 14, 1966, focusing upon regional and national problems on the development, utilization, and conservation of human resources;
2. A Summer Manpower Research Institute planned for June, 1967, involving college and university scholars and teachers in a one-week program for upgrading the skills of scholars involved in manpower research;
3. A regional clearinghouse for manpower publications and research in progress. In addition to this, close liaison will be developed with other agencies involved in compiling manpower research information such as the National Science Foundation, the Center for Studies in Vocational and Technical Education at the University of Wisconsin, and various state and federal agencies involved in compiling information on manpower research projects.

The strategy for research has been to develop project activity within broad areas of manpower research. This has been done to avoid dissipating time and effort on a series of unrelated and piecemeal projects. To this date, three major areas of interest and activity have been developed by the Manpower Research Unit:

1. A comprehensive study of the health manpower needs of non-metropolitan areas, focused upon training, working conditions and job restructuring;
2. A study of components of effective supervision, managerial styles and other industry variables related to job satisfaction and work effectiveness;
3. A periodic survey of job vacancies in Iowa industry developed in cooperation with state agencies for the purpose of assisting area vocational schools in identifying occupations appropriate for training manpower for industry needs.

Graduate research assistantships have been provided to six research assistants - four in Economics, two in Sociology, and due to the lateness of the grant award, none to Psychology in the first year of operation. The Industrial Relations M.S. degree program is also eligible for awards, and it is anticipated that grants will be made to students in this program in future years.

A number of research publications have been disseminated, and an even larger number will be completed during 1967-68.

Additional staff, office space, and equipment will be acquired in the next few months, and this will make it possible for us to expand our publication and graduate education programs.

II. Staff Changes, Office Space, Equipment

A. Industrial Relations Center Senior Research Staff

The staff involved in the activities of the manpower institutional grant is composed of faculty members from three departments: economics, sociology and psychology. Financial support is given to faculty members through released time for research, small grants to initiate new research, current expense, and the provision of research assistants. In some cases faculty associated with the Industrial Relations Center are supported through university funds or outside grants.

Current staff includes:

1. Economics:

   a. Edward B. Jakubauskas, Professor of Economics and Director of the Industrial Relations Center;
   b. Harold W. Davey, Professor of Economics. (on leave 1967-68);
   c. Neil Palomba, Assistant Professor of Economics, and Director, Summer Manpower Research Institute;
   d. James A. Socknat, Visiting Assistant Professor of Economics, 1967-68. (will join the staff on August 1, 1967);

2. Sociology:

   a. Harry Cohen, Associate Professor of Sociology;
   b. Jon Doerflinger, Associate Professor of Sociology;
   c. Ward Bauder, USDA Collaborator;
   d. William Kenkel, Professor of Sociology and Head, Department of Sociology.

3. Psychology:

   a. Arthur C. MacKinney, Professor of Psychology and Chairman, Industrial Relations Advisory Committee;
   b. Tom Lyons, Assistant Professor of Psychology;
   c. Donald Zytowski, Assistant Professor of Psychology;
   d. Aaron Lowin, Assistant Professor of Psychology,

4. Industrial Relations Center Secretarial Staff

   a. Mrs. Anne Culp (Curtiss Hall)
   b. Mrs. Barbara Hutt (East Hall)

5. Graduate Student Research Staff Associated with the Industrial Relations Center

   (See III C.)

B. Office Space

No office space was provided to the Industrial Relations Center during the period July 1 to December 9, 1966 On the latter date 300 square feet of prime office space was made available at 316 Curtiss Hall. An additional amount of 600 square feet will be made available on or about June 1, 1967.

The contribution of the university of prime office space for the Industrial Relations Center underscores, in our estimation, the administration's high priority for work in this area. Our working facilities bear no resemblance to the temporary facilities accorded to new operations similar to ours found at many universities.

C. Equipment

Equipment purchases are not provided for directly in the budget of our manpower grant, but are made as a contribution of the university from the "Science Equipment Fund."

To date the university has purchased the following items for our Center:

3	5-drawer filing cabinets	$ 241.31
1	executive desk	146.32
1	side chair	21.24
1	chair	47.20
1	bookcase	57.82
1	secretarial desk	151.63
1	secretarial chair	20.06
1	dictating machine	420.00
1	dictaphone transcriber	400.00
1	carrying case	29.50
1	mobile stand	34.00
		$ 1,569.08

To meet the needs of the Center in July 1967, the university has on order $3,710.16 worth of office equipment and furniture.

Thus, by mid-July, 1967, the University will have contributed about 900 square feet of prime office space, and $5,279.24 worth of equipment.

Our Center has access to, and has used a 1401 computer at the Computation Center. This expense is met through current operating costs of the university and our grant.

III. Graduate Education and the Development of Manpower Specialists

A. Degrees offered

One of the major purposes of the U. S. Department of Labor's manpower institutional grant program is to increase the quantity and quality of research and action personnel involved in the manpower field.

The basic philosophy of the faculty associated with the Industrial Relations Center has been to avoid the development of any specialized degree in "Manpower Studies." Rather, the attempt has been to utilize basic theories found in the various social science disciplines, and to construct a program of graduate study for each student which will make it possible for him to adapt to changing research and action needs.

The staff associated with the Industrial Relations Center is able to offer programs of study at the M.S. and Ph.D. levels in economics, psychology, and sociology. Additional disciplines will be added in the future.

In addition to this, a new M.S. degree in Industrial Relations, established in June 1966, is offered by the "Industrial Relations Advisory Committee," comprising faculty members from economics, sociology and psychology.

Thus, graduate students interested in pursuing work in manpower have a choice of seven degrees. Heavy emphasis is placed upon statistical methods as well as on behavioral and institutional factors. Each student's program of study is individualized - yet it includes a "core" of social science theory and statistical methods.

B. Courses in the Manpower Field

Two courses have been specifically designed for undergraduate and graduate students interested in manpower studies. At the senior undergraduate level (open to graduate students for minor credit) a course in "Manpower Economics 441" was elected by 30 students in the Winter Quarter.

At the graduate level a course on "Advanced Labor Market Analysis" (Economics 592) was elected by nine students in the Spring Quarter.

(Course outlines, bibliography, etc. are available for the two courses upon request.)

For 1968-69 a course will be offered on "Comparative Manpower Development." This course will be focused upon manpower development and utilization in the context of general economic growth.

C. Graduate Students Associated with the Industrial Relations Center

Our first year's budget provides for six graduate research assistantships (M.S. and Ph.D.) to be awarded to graduate students in economics, sociology, psychology, or Industrial Relations. In addition to academic qualifications assistantship recipients must be committed to research in the field of manpower.

Six graduate research assistantships have been awarded during the first year of operation - four to economics and two to sociology. None were awarded to psychology or to Industrial Relations at this time. It is contemplated that the latter two disciplines will be represented in next year's program.

In addition to the six manpower research assistants, other graduate students are involved in working with the staff of the Industrial Relations Center, but are financed through teaching assistantships or other sources of funding.

The names of the research assistants financed under the manpower grant, their major fields, as well as undergraduate colleges are as follows:

Graduate Research Assistants	Undergraduate College
Economics:	
1. Harold See	Kansas State Teachers College Emporia, Kansas
2. Karen Hawley	Southern Oregon College Ashland, Oregon
3. Vienna Siders	Drake University Des Moines, Iowa
4. Blaine Roberts	Kansas State College Fort Hays, Kansas
Sociology:	
5. Motoko Lee	Indiana University Bloomington, Indiana
6. Marilyn Nouri	Iowa State University Ames, Iowa

The names of graduate students pursuing work in manpower but financed through other sources include:

Economics:

1. Robert F. Danzer
2. Randyl D. Elkin
3. Dennis Maki
4. Catherine Palomba
5. Jean-Romain Rousseau
6. Kermit Buntrock
7. Robert Kirk
8. John M. Leyes

Sociology:

1. Joan Doerflinger

Psychology:

1. James M. Thomas
2. Anthony J. Reilly
3. Michael J. Kavanagh
4. Gerald Trumm
5. Eugene Holmblad
6. James Craig
7. Peter R. Prunkl
8. John Moore
9. Russell Vaught

Four of six of the graduate research assistants supported by the U. S. Department of Labor grant are graduates of colleges within the six state region covered by this grant. Four of six are also women.

A special effort has been made to encourage graduates of colleges in the Great Plains States Region to apply. Assistantships are, of course, open to qualified graduates on a national basis.

D. Off-Campus Visitors

The development of competent manpower specialists depends on many factors beyond courses, credits and degrees. The essential purpose of a "Center" is to provide a consortium of multi-disciplinary scholars who are involved in research problems of national importance, and who are able to invite scholars of the highest excellence to visit with students and faculty in an academic environment whereby thoughts, research results, and new paths of intellectual inquiry may be discussed.

Thus, the Human Resources Conference in October 1966 attracted 12 off-campus scholars and practitioners, including some of the most outstanding talent in the manpower field in the country. (See VIII A). We were particularly fortunate that Professor Kenneth Boulding was able to participate in this conference.

For the June 1967 Summer Manpower Institute, 15 off-campus scholars and practitioners will be visiting at Iowa State University.

In addition to the conference and institute visitors, Dr. Howard Rosen, Assistant Director of Research for OMPER visited our campus on October 25, 1966, and delivered a talk on U. S. Department of Labor research programs to a combined faculty-student audience. In a separate meeting, Dr. Rosen met with members of the Department of Sociology.

On February 13, 1967 our Center, together with the Economics Graduate Student Association, co-sponsored a visit by Professor Fritz Machlup who gave a talk on the "Economics of Education."

On April 5th and 6th Professor Joseph Tuma from the University of Michigan - Wayne State Institute of Labor and Industrial Relations visited our Center. Information was exchanged on the operation of our respective centers.

We consider these visits from off-campus scholars to be of vital importance in creating an appropriate atmosphere for research and graduate education.

IV. Research

One of the primary missions of the Industrial Relations Center is to generate new knowledge in the field of manpower and human resources that will be meaningful to Iowa and the Great Plains Region. Hopefully, this research will be made available to action agencies and used as a guide in developing new programs (or modifying old ones.)

To maximize the effectiveness of research over the long run, clusters of projects will be organized within major areas of inquiry.

At present major areas of research have been launched in health manpower, occupational employment information, and studies of leadership, supervision, and managerial manpower.

A. Health Manpower

1. Pilot-Feasibility Study of Health Manpower Needs in Iowa

Neil Palomba and Edward Jakubauskas have applied for a $15,000 pilot-feasibility grant from the U. S. Office of Education to develop a cooperative research-action program with health agencies in Iowa. Close cooperation by our staff has been developed with representatives from our sister institution at the University of Iowa, Iowa City. Dr. John Bartlett, representing the Vice President for Health Programs, and Dr. Sam Wu of the Department of Economics (both at Iowa City) have been cooperating with us on this research project.

In January 1967 we were informed by the Office of Education that tentative approval was given to our project for $9500. We have not, at this date, received final approval. It is our hope to expand this project beyond the initial grant. (Copy of project proposal available upon request.)

2. A Theoretical Recursive Model for Estimating Health Manpower Requirements

Dennis Maki, a post-prelim doctoral candidate in economics, is developing a theoretical recursive model for estimating health manpower requirements. The outline for the thesis and three chapters have been completed. Target date for completion of the thesis is January 1968. (This project is financed through N.D.E.A. fellowship funds.)

3. Nursing Manpower and Collective Bargaining

Dr. Harold W. Davey (and Karen Hawley) are involved in a project on a descriptive survey of nursing as a critical health occupation with special attention to collective bargaining as a medium for improving the economics and status standards of nurses, and as a vehicle for solving

the supply problem. Questionnaires have been mailed out, and data is being analyzed. Miss Hawley expects to complete her master's degree thesis about August, 1967.

Brief Description of Research:

The nature of our project is reflected accurately in the following title: An Analytical and Descriptive Survey of Nursing as a Critical Health Occupation with Special Attention to Collective Bargaining as a Medium for Improving the Economic and Status Standards of Nurses and as a Vehicle for Solving the Supply Problem.

The investigation is designed to enable us to confirm or reject the following tentative hypotheses:

a. A critical shortage of registered nurses, licensed practical nurses, and nurses' aids presently exists nationally and in Iowa.

b. Economic and status standards for registered nurses in Iowa are presently "low" with reference to nurses' expectations.

c. Collective bargaining may be expected to become a principal instrument of nurses in Iowa to improve their economic and status standards in the years immediately ahead.

d. Significant attitudinal differences exist toward the appropriateness of cb as an instrument for achieving nurses' goals among and, perhaps, within the following pertinent groups:

   (1) hospital administrators
   (2) doctors
   (3) nurses
   (4) hospital trustees

   Such differences also exist as between religion-affiliated hospitals and those that are not; between government and private hospitals and "small" rural hospitals.

e. In the nursing field, collective bargaining can be conducted by nurses in such a manner as to contribute to solving the supply problem rather than militating against its solution, while at the same time serving the objectives outlined in the third hypothesis, stated above.

Present Status of Research (Report submitted by Harold W. Davey

In order to meet your report deadline of April 14th, this has to be typed at home and will be rather cryptic because of time constraints. Miss Karen Hawley is, in my judgment, doing a splendid job on this research undertaking. She completed the preliminary paper for me on schedule this winter. Her next step was preparation of an informational questionnaire that went to some 120 Iowa hospitals. The returns on this were exceptionally high, around 70 per cent as I recall. The data received is now being processed at the computer center. Miss Hawley advises me that she has completed her data collection on the economic status of nurses and is now finishing her factual investigation on the supply side.

One major reason why this report is short is because Miss Hawley and I have been busy getting ready for a two-day educational workshop, April 14-15, at the request of the 7th District Officers of the Iowa Nurses Association. I am attaching to this memo a copy of the flyer announcing this workshop. I am also attaching a copy of the questionnaire sent to Iowa hospitals and a copy of some exhibits prepared by Miss Hawley for her presentation on April 14th at the INA workshop.

Miss Hawley expects to complete the writing of her dissertation by August, 1967. I am confident that it will be a worthwhile project on the basis of her excellent performance on this project. As you know, I am detached from Iowa State from June 1 until September, 1968. However, I shall be in Ames most of June and July, and will be available in September, 1967 for final review of Miss Hawley's work and her oral.

B. Estimation of Manpower Needs Through a Statewide Job Vacancy Reporting System

1. Professor E. B. Jakubauskas and Neil Palomba, in cooperation with Dr. Kenneth Wold of the State Department of Public Instruction's Research Coordinating Unit and other state manpower officials, are involved in the development of a statewide job vacancy reporting system as a vehicle for curriculum development in Iowa's emerging Area Vocational Schools.

   Data obtained through a survey of manufacturing in the summer of 1966 has been published and distributed to state manpower and education officials. (This publication is available upon request.)

A re-survey has been completed for 1967, with about a 33% return of 4,000 manufacturing establishments, and this publication will be available in the next few weeks.

Plans are also being made to initiate similar surveys in other industries in Iowa. All work is proceeding in close liaison with the "Manpower and Job Information Committee." (See VI B)

2. Professor Neil Palomba has cooperated with the Iowa State Manpower Development Council in designing a manual for conducting manpower supply surveys for multi-county areas in the state. Community action agencies and local industrial development commissions have repeatedly requested labor supply surveys. Preparation of a manual will permit local groups to conduct their own surveys. (This publication is available upon request.)

C. Leadership, Supervision and Managerial Manpower

1. Professor Aaron Lowin of the Department of Psychology is conducting a study of components of effective supervision. This project is examining and attempting to validate several current concepts in supervision and organizational management. Laboratory tests will be made to test various leadership hypothesis related to the supervisor's relationship to the production system and his subordinates. This project is directed at improving the utilization of manpower in organizational settings, and whether ingrained supervisory practices may be altered through training.

Progress Report Submitted by Professor Aaron Lowin
"Components of Effective Supervision" Project

Description: The project attempts some experimental follow-ups to field research reported by Fleishman, Adams, and others. We describe below each of two major thrusts.

Contributory Funds: Iowa State University is contributing the following funds: $600 (½ month) of research time for the principal investigator, $200 secretarial services.

Consideration/Structure Project: Fleishman suggests that there are two independent facets to effective supervision: CONSIDERATION for subordinates, and INITIATING STRUCTURE on the job. Because such observational studies as have been reported are invariably vulnerable to alternative explanations, we are attempting laboratory experimentation with the above variables. The major question is: using a "supervisor" programmed according to Fleishman's theory, can we affect subordinate performance and job satisfaction in accordance with Fleishman's predictions.

Current Status: The first study in a series has already been executed and analyzed. We were able to confirm Fleishman's prediction that CONSIDERATION is the crucial variable affecting productivity in non-production (service) functions. The study was carried out as a Master's project by William Hrapchak; a copy of his report is enclosed in the December progress report.

The most interesting outcome of the study is that, although the above prediction was confirmed, our subjects failed to perceive the CONSIDERATION and INITIATING STRUCTURE facets of our actor-supervisor as independent of each other. Although these were manipulated independently in a factorial design, high STRUCTURE supervisors were perceived as low CONSIDERATION. This finding stands in direct contradiction to Fleishman's report that the two variables are independent of each other. Our finding suggests that earlier approaches to leadership which contrasted job-orientation with employee-orientation as opposite poles of one dimension may be more fruitful than is now generally held. Bales, for instance, argues that the leader's task of getting the job done inevitably causes him to antagonize his subordinates, if only temporarily.

In order to examine this issue more closely, we have conducted a second study in which trained observers judged the behaviors of supervisors on both CONSIDERATION and STRUCTURE. Data analysis is incomplete, but we are predicting a negative correlation of the two variables for job-relevant behaviors.

For the fall, we are planning a third study which will in part, be a replication of the first. Assuming our prediction that CONSIDERATION and STRUCTURE are negatively correlated is upheld in the second study, the third study will attempt to isolate some of the conditions under which these two dimensions of supervision are independent (as reported by Fleishman) or negatively correlated (as reported by Hrapchak.)

Because of the unexpected nature of some of the findings of the first study by Hrapchak we are withholding publication until the data for the other two studies are in. If our predictions are confirmed then the joint publication of all three studies will make an effective contribution to the literature on supervision.

This researcher's interest in the CONSIDERATION and STRUCTURE variables and in leadership has prompted him to attempt a systematic and critical review of the hierarchical versus participative decision-making leadership literature. The resulting paper has been accepted for publication in Organizational Behavior and Human Performance. (A draft version is enclosed.)

Equity-Overcomplementing Project: There is developing a coherent body of theory and data in support of the notion that, in transactional settings, people operate so as to establish and maintain an equitable balance of inputs (by themselves) and outcomes (to themselves). Insofar as the concept of the equitable exchange can be validated, it has major implications for understanding manager-subordinance relationships and for managerial development (by providing a new appreciation, by the manager of his subordinate's motivations and behavior).

Unfortunately, virtually all previous research in the area has been vulnerable to one thorny systematic alternate explanation. We are presently executing a study intended to isolate and test that alternative. (Lack of space precludes detailed discussion here.) The data is presently being collected and a report should be ready by 1 August. Insofar as the results are favorable, the report is likely to be included in a forthcoming volume on Equity theory. The project is being carried out by Michael Kavanagh, as post-Masters' training in experimental research in realistic yet controlled industrial settings.

Virtually all leadership research in the field utilized observations of ongoing behavior as data, in attempting to assess the contribution of one or another organizational variable to organizational effectiveness. Such studies are inevitably vulnerable to the criticism that, because the direction of causality is ambiguous, it is never clear whether the identified organizational variables do indeed affect performance, or whether performance causes changes in organizational variables. In a recent study, Farris found higher correlations of productivity at time 1 with organizational factors at time 2 than the reverse. Therefore, it may well be that the above criticism is not academic but most important. We are presently designing a laboratory study to evaluate the above issue. We intend to vary subordinate productivity in a systematic fashion, and observe subsequent changes, if any, on supervisor's behavior. It is expected that this study will be executed during the coming summer, providing that support through the Manpower Program can be extended.

2. Professor Arthur MacKinney of the Department of Psychology is conducting a study of the relationship of manager-style and other independent variables to job satisfaction and effectiveness.

The Longitudinal Study of Manager Performance and Development (Report Submitted by Arthur C. MacKinney)

Your attention should be directed first to the enclosures:

1. A reprint of an article, The Assessment of Performance Change: An Inductive Example, which appeared in the most recent issue of Organizational Behavior and Human Performance;
2. A reprint of an article, Conceptualizations of a Longitudinal Study of Manager Performance, presently being considered for publication;
3. A full set of questionnaires and inventories which make up Phase I of the research.

These enclosures are considered to be a part of this report and should accompany it. (Available on request.)

Since the last report, most project activity has been devoted to No. 2 above, the conceptualizations paper. This paper is based on the conviction that adequately conceptualized research is more likely to contribute to theoretical developments than the less adequately conceptualized. The importance the writer attaches to the stimulation of theory development in industrial-differential psychology is quite high. Perusal of the paper will reveal this conviction. It is further relevant, however, that (1) there is a well-known shortage of theory in this field, and, (2) that empirical research can aid in the stimulations of such a development. The project described here and in the enclosures is seen by the writer as movement toward true theoretical maturity in industrial-behavioral science.

A portion of the last report should be repeated here:

> "The fundamental research grant of $60,000 is to study changes in the factor structure accounting for manager performance as they occur with experience and changes in the working situation. Obviously, the time freed by the Labor Department grant is not a duplication of this work; it is a supplement to it. We have in mind undertaking certain additional analyses which would not be possible otherwise. The basic grant is based on a set of initial estimates which subsequently were trimmed substantially; thus some supplementary items were cut out. I intend to explore certain of these... During the past fall quarter (1966) data collection on the overall project has been initiated...data have begun to arrive...my time has been devoted to the conceptualizations and theoretical issues.."

At the time of the interim report quoted immediately above, it was anticipated that Phase I data collection would be substantially completed by the present (April, 1967). This proved to be misplaced optimism. Phase I is now roughly half completed with all of the 18 manufacturing installations well into data collection but with only one actually finished with all of Phase I. Therefore, the supplementary analyses described in the interim report are yet to be initiated. There are a number of such analyses anticipated. Among the highest priority are the following: (1) an investigation of the influence of the "style of management" of the supervising manager on the job satisfaction of the subordinate manager, and (2) an investigation of the influence of the "style of management" of the supervising manager on the "style of management" of the subordinate manager. Both these study areas represent open questions in industrial behavioral science which are widely the subject for speculation and some study but no definitive research.

It may be noticed by perusal of the questionnaires and inventories, that Phase I includes data collection of the following general types for each key-level manager:

1. His intelligence,
2. His vocational interests,
3. His personality or temperament characteristics,
4. His biographical background,
5. His performance effectiveness as determined by both supervisor and his subordinates,
6. His satisfaction with his job,
7. His perceptions of his job,
8. His perceptions of his working environment,
9. His "style" of management.

No variable is included in the research without substantive empirical basis. In every case in Phase I, each of the nine areas described above was chosen based on empirical research related to industry and/or management. It is additionally relevant that each of the nine areas is, in fact, multidimensional. Examples include 10 dimensions in the satisfaction area, nine dimensions measuring environment, and 14 dimensions of a style nature. Thus it may be stated with confidence that Phase I brackets many important variables in the managerial job, the job situation, and the manager himself.

The variable to be included in Phase II and subsequent data collection phases have not yet been determined. However, arrangements have been made for a conference of experts to consider the various options in this regard. This conference will be held May 4, 1967, in Chicago.

D. Research projects supported in part through the use of graduate research assistants funded under this contract.

1. One graduate research assistant in sociology is working with Professor Jon Doerflinger and Mr. Ward Bauder of the U. S. Department of Agriculture in a study of modes of withdrawal from active occupational roles by farmers, small town merchants, professionals and factory workers 50 and older in Iowa. This study was initially financed by the U. S. Office of Education. Use of a graduate assistant will permit further analysis of data previously collected.

Interim Progress Report submitted by Ward Bauder and Jon Doerflinger

The manpower institutional grant funds allocated to the above individuals have been used to employ a research assistant who has been working on one aspect of a larger study under the direction of the aforementioned. The following information on the total study is furnished below in order that the contributions of the assistant may be evaluated in context.

The purpose of this project is to determine modes of withdrawal from active occupational roles of men 50 years old and older currently active in one of the following 6 occupational groups: (1) farm owner-operators, (2) farm tenant-operators, (3) owner merchants, (4) factory wage earners, (5) self-employed professional and semi-professional workers and (6) salaried professional and semi-professional workers. The following eight specific objectives were posed:

1. To determine the norms governing the process of withdrawal from fully active occupational roles and acceptance of full retirement role.
2. To identify the steps or stages in the withdrawal process.
3. To determine the differences between self-employment occupational roles and wage work roles in the opportunity for gradual reduction of occupational activity in the years before full retirement.
   a. When does the withdrawal process begin for persons in occupations such as small town merchant and farm operator which provide opportunity for gradual reduction of activity?
   b. What problems do men face in jobs which do not appear to allow for a gradual withdrawal or decline in activity? Are they forced, for example, to submit to a demotion process with declining pay scales?
   c. What opportunities are available to men in the specified occupational categories to reduce the level of physical activity without reducing income?

   d. What arrangements, if any, for transfer of management and control over capital are made as a part of the withdrawal process?
   e. What changes in occupational-role and non-occupational-role relationships?
4. To determine differences between farm owner-operators and farm tenant-operators in opportunities for gradual retirement.
5. To determine occupational-non-occupational role relationship possibilities in communities of various size.
   a. How adequate are community facilities for retirement?
   b. What are the community attitudes toward gradual retirement from active occupational roles?
   c. How do self-concepts of needs correspond to the reality of available community facilities?
6. To determine how concepts of retirement and attitudes toward retirement change as one approaches retirement age and to discover what differences exist between self-employed and wage workers in the pattern of change.
7. To determine how concepts of retirement and attitudes are related to other variables, such as family and marital status and financial status, and what changes occur in these relationships as one approaches retirement age.
8. To investigate the possibility of cohort cultural differences in concepts of retirement and attitudes toward retirement.

The study was limited to the population of communities with centers of 2,500 to 10,000 population to restrict variation associated with size of community.

Non-federal contributory funds include an annual current expense contribution of $500 from the AHEES of Iowa State University and the state also contributes a portion of salary for one of the investigators.

The work of the assistant has been directed toward portions of objective seven; this phase concerns the transitional stage of withdrawal from work in relation to participation in household tasks. Previous studies have shown that the family is the most important institution in which a person can continue some types of activities when he starts to withdraw from labor force. Thus, an understanding of the pattern of participation in household tasks will contribute to an understanding of the patterns of withdrawal from labor force. The older worker may substitute home activities for job time as he withdraws from the labor force or, on the other hand, if he can find some way to get household tasks taken care of, he may wish to stay in the labor force for a longer period than he would other wise. Several hypotheses are to be tested in order to determine the occupational withdrawal pattern in relation to the pattern of household task participation.

Firstly, to determine differential availability of husbands for household tasks depending upon differential involvement in labor force, some of the hypotheses to be tested are as follows: The turning point in the occupational withdrawal trend coincides with the turning point in the household-task-participation trend. The future plan of work amount will be negatively related to the future plan of household task performance.

Secondly, occupational difference is examined to account for the relationship between withdrawal from labor force and participation in household tasks.

Thirdly, occupational mobility is focused upon to account for the pattern of participation in household tasks. An hypothesis to be tested will be:

> Those who are upward in occupational mobility tend to show less increase in household task performance.

Fourthly, the pattern of work withdrawal and household task involvement is considered in relation to working wives and income level. An hypothesis to be tested will be:

> Among low-income families, those with working wives will increase their participation in traditionally female household tasks as they decrease their occupational involvement more than those with non-working wives do.

Fifthly, availability of some other performer of household tasks is considered in relation to participation in household tasks upon withdrawal from work.

In order to investigate these relationships above and describe the situation of withdrawal from work in relation to participation in household tasks, an analysis deck was developed which includes such variables as age, income, wife's work status, family structure, occupational mobility, work withdrawal variation in participation in household tasks, future plans of work withdrawal, future plans of participation in household tasks, and occupational status. Some of the variables chosen were newly developed by manipulating the data available. Drafting of the report has begun. By May, the analysis of occupational withdrawal variables against household task participation variables with some control variables such as income and availability of help will be completed in the computation center for statistical tests of the hypotheses.

A final report on the entire project is due in September of 1967. It is anticipated that articles and theses on selected subjects will be issued prior to that time.

2. One graduate research assistant in Sociology is working with Professor William Kenkel on a project related to the improvement of readiness for employment of married women among disadvantaged Iowa families in non-metropolitan areas. One of the most critical assumptions of this research is that among disadvantaged families in non-metropolitan areas in Iowa the employment of the wife would be one of several methods for improving the financial condition of the family and increasing the satisfaction of family members.

   Using purposive samples of married women in disadvantaged families living outside of SMSA's in Iowa, the objectives of this research are:

   (a) To determine the readiness for out-of-home employment of married women in terms of necessary employment skills, knowledge, and attitudes.

   (b) To isolate those variables contributing to or affecting readiness for employment that are most amenable to change.

   (c) To recommend appropriate types of vocational training and other measures which should improve the readiness for employment for women desiring employment outside the home.

E. <u>Farm Manpower Study: Estimation of future skilled manpower requirements in large commercial farms (Planned)</u> 0

1. Professors E. B. Jakubauskas and Raymond Beneke. Reduction of farm employment in Iowa and the region has taken place concurrent with the growth of demand for highly skilled high-wage farm labor. With rapid consolidation of farm acreage projected in the future, many highly skilled jobs will be available to those entering the labor force. The new jobs will bear little resemblence to farm occupations of the past.

   This study will analyze the operations of a selected number of large commercial farms in Iowa to forecast the skill content of highly skilled farm jobs, and future manpower needs.

   At this stage Professors Beneke and Jakubauskas were searching for a graduate research assistant with a background in agricultural economics, and with an interest in manpower, to participate in this research.

   Jakubauskas outlined the need for a research project of this nature to the Iowa State University Farm Foundation on December 12, 1966. This group includes a number of outstanding Iowa leaders in agriculture. The general framework for a project of this type was well received.

V. Publications

A. Published, Available on Request

1. "Human Resources Development," Special Issue of four articles prepared jointly by the staff of the Iowa State Manpower Development Council, the Industrial Relations Center of Iowa State University, and published by the Bureau of Business and Economic Research of the University of Iowa, Iowa City. Iowa Business Digest, October, 1966.

2. Palomba, Neil A., Handbook for Estimation of Labor Supply by Use of a Community Survey. Published jointly by the Industrial Relations Center and the Iowa State Manpower Development Council, Des Moines, Iowa, February 1967.

3. Jakubauskas, Edward B. and Palomba, Neil A., Job Vacancies in Iowa Manufacturing Establishments, March-August 1966. Published jointly by the Industrial Relations Center and the Iowa State Manpower Development Council, Des Moines, Iowa, April 1967.

4. MacKinney, Arthur C., "The Assessment of Performance Change: An Inductive Example," Organizational Behavior and Human Performance, Vol. 2, No. 1, February, 1967.

B. In Process

1. Jakubauskas, Edward B. and Baumel, C. Phillip, Proceedings of the Conference on Human Resource Development. To be published by the Iowa State University Press in the summer of 1967.

2. Jakubauskas, Edward B. and Palomba, Neil A., Job Vacancies in Iowa Manufacturing Establishments, March-August, 1967. To be published in June 1967.

3. Jakubauskas, Edward B. and Palomba, Neil A., Manpower Economics. (Text in preparation, designed for senior undergraduate level.)

4. Jakubauskas, Edward B. and Socknat, James A., The Iowa State Manpower Development Council: An Experiment in Human Resource Program Coordination. (Book in process.)

5. MacKinney, Arthur C., "Conceptualizations of a Longitudinal Study of Manager Performance."

6. Lowin, Aaron, "Prescriptions for Research in Participative Decision-Making." (accepted for publication.)

C. Publication Plans for 1967-68

The Industrial Relations Center plans to initiate a publication series beginning in the fall of 1967. A number of research projects will be completed at that time and will form the basis of a monograph/reprint series.

Faculty members completing research projects, and research areas, include:

1. Harry Cohen, "Problems of Work in Modern Industrial Society."

2. Neil Palomba, "Strike Activity and Union Membership: An Empirical Investigation."

3. Harold W. Davey (and Karen Hawley), "Labor Market Problems of Nurses in Iowa."

4. Tom Lyons, "Behavioral Aspects of Turnover Among Nurses."

This is, of course, only a partial listing of manuscripts that will be ready for publication in 1967-68. All of our staff members are heavily involved in research, and at this writing, a number of articles have already been submitted for publication. The manpower grant has contributed partly to all of this work. (See IX B, indicating plans for a reprint-monograph series.)

D. Mailing Lists

It is of little consequence if research results are permitted to gather "cobwebs" on library shelves. Wide dissemination of knowledge must have a high priority in the activity of a research center.

All of our publications, progress reports, degree and institute brochures, etc., are mailed to those who would have an interest in the particular items, from the following mailing lists:

1. Great Plains States college and university presidents

2. Great Plains States college and university liaison representatives

3. Regional Manpower Advisory Committee

4. Great Plains States Manpower Scholars

5. U. S. Department of Labor manpower staff

6. National Manpower Advisory Committee

7. State Officials (Iowa)

8. National Scholars

9. Regional Federal officials

10. ISU administration

11a. University Industrial Relations Research Center Directors

11b. University Industrial Relations Research Center Librarians

12. Six other OMPER Manpower Institutional Grants

13. Manpower, Human Resource, and Vocational Education Research Centers.

To date the following items have been mailed to the indicated people:

INTERIM PROGRESS REPORT SENT TO:
U. S. Department of Labor Officials
Administrators on Campus
Industrial Relations Directors
National Manpower Advisory Committee
Regional Manpower Advisory Committee
Great Plains States Liaison Representatives

SUMMER INSTITUTE BROCHURE SENT TO:
Great Plains States College & University Presidents
Great Plains States Liaison Representatives
National Scholars
Regional Scholars
Industrial Relations Directors
Industrial Relations Librarians
National Advisory Committee
Regional Advisory Committee

SPECIAL ISSUE ON HUMAN RESOURCES DEVELOPMENT SENT TO:
Industrial Relations Directors
Industrial Relations Librarians

M.S. DEGREE PROGRAM LETTERS SENT TO:
Great Plains States Liaison Representatives
Great Plains States College & University Presidents

MANPOWER RESEARCH INSTITUTIONAL GRANT PROPOSAL SENT TO:
Industrial Relations Directors

HANDBOOK FOR ESTIMATION OF LABOR SUPPLY BY USE OF A COMMUNITY SURVEY SENT TO:
Great Plains States Liaison Representatives
Great Plains States Scholars
Great Plains States Regional Manpower Advisory Committee
U. S. Department of Labor Officials
National Manpower Advisory Committee
National Scholars

Regional State & Federal Officials
Other Industrial Relations Directors
Other Industrial Relations Librarians
Six Other Grants
Manpower, Human Resource & Vocational Education Research Centers

Also, the Iowa State Manpower Development Council has mailed the handbook to:

all local chambers of commerce & industrial development groups
all mayors and city managers of incorporated towns and cities
all CAP directors
one member of each county board of supervisors
all members of state and area manpower coordinating committees
various and sundry state officials.

VI. Supporting Activity to Action-Agencies

A major goal of our manpower grant is to give research support to action-agencies concerned with manpower problems of the six-state Great Plains States Region. Plans for research support have been developed, and some aspects of this have been implemented in the last few months.

A. Cooperation with the Iowa State Manpower Development Council

From the inception of the Industrial Relations Center at Iowa State University, and the award of the manpower grant, a close working relationship has continued to exist with the Manpower Development Council. Research support has been given to the Council in a number of ways:

1. To meet the great demand for local labor supply surveys at the county level, Neil Palomba of our Center has prepared a handbook for conducting labor supply surveys. (See V A above) This publication has been distributed widely in Iowa and represents an example of how scarce research resources can be made available to meet the needs of local decision-makers. This handbook will be utilized by local development commissions, planning groups, and by firms interested in estimating the potential labor supply of an area.

2. Dennis Maki, of the Industrial Relations Center, has assisted the Manpower Development Council in providing consulting assistance to Jackson County (Iowa) officials and the staff of the Manpower Development Council in evaluating labor supply problems of that area. (Neil Palomba's handbook developed out of these initial meetings.)

3. Edward Jakubauskas was a 1/4 time consultant to the Manpower Development Council from September 1 to November 30, 1966. (See VI B below)

4. A Conference on Human Resource Development was sponsored by the Industrial Relations Center, the Manpower Development Council, and the Cooperative Extension Service of Iowa State University on October 13-14, 1966. (See VIII A)

B. Manpower and Job Market Information Committee (Iowa)

A "Manpower and Job Market Information Committee" was formed in late 1966 to develop better procedures for obtaining and disseminating occupational employment materials in Iowa. This committee is chaired by Dr. Kenneth Wold (Research Coordinating Unit of the State Department of Public Instruction) and in addition includes research staff from the Employment Security Commission (George Lawry), Development Commission (Richard Konicek), and the Manpower Development Council.

Neil Palomba and Edward Jakubauskas have attended meetings of this committee on December 12, 1966 and on January 4, 13, and 27, 1967. The Industrial Relations Center has assisted the committee by developing and publishing a series on job vacancy data in Iowa Manufacturing. The 1966 report has been published and distributed. The 1967 report will be published in June.

In addition to research support given to the Manpower and Job Market Information Committee, technical assistance has also been given to the Area XI Vocational School (Philip Langerman) in developing a more effective procedure for estimating training needs of industry in the Des Moines labor market.

In all of the efforts to give research support to state agencies, close liaison has been maintained with the Employment Security Commission's research staff. Numerous requests have already been received from local E. S. offices for job vacancy data.

C. Great Plains States Regional Manpower Advisory Committee

Close liaison has been developed with the Great Plains States Regional Manpower Advisory Committee. Three members of this Committee participated in the Conference on Human Resource Development in October 1966 (See VIII A). Included were Dr. William E. Koenker of the University of North Dakota, Dean Julia M. Faltinson of Iowa State University, and Rev. Austin Miller of Creighton University.

On April 24th Edward Jakubauskas presented program recommendations to a meeting of the Committee in Topeka, Kansas. Two major recommendations were made: (1) That long-range planning be developed through a research-forecasting task-force group attached to a university center; and (2) that a regional manpower administrator be appointed to coordinate all manpower programs in the Great Plains States Region. (A copy of testimony available on request.)

D. Cooperation with Regional Federal Agencies in Kansas City

Federal manpower officials in Kansas City have cooperated with our Center in relation to the October Human Resources Development Conference, and the June Summer Manpower Research Institute.

Manpower officials participating in the October Conference were:

1. Mr. Merle H. Alden, Bureau of Employment Security
2. Mrs. W. Stevenson Glanton, Assistant Regional Counsel for Small Business Administration, Des Moines.
3. Mr. Russell V. Kelso, U. S. Bureau of Apprenticeship & Training, Des Moines
4. Mr. Arnie Solem, Bureau of Employment Security

(In addition to this, seven staff members from the Iowa Employment Security Commission were present at this Conference.)

For the June Summer Manpower Institute four regional officials are scheduled to participate as faculty in the various sessions:

1. Mr. John Goltman, Public Health Service
2. Mr. J. Kelly Mudd, U. S. Office of Education
3. Mr. Arnie Solem, U. S. Bureau of Employment Security
4. Mr. David E. Knuti, U. S. Office of Economic Opportunity

During the next grant year, 1967-68, our plans call for closer liaison with research and action personnel of all state Employment Security offices in this region. One proposal under consideration is to initiate a Summer Manpower Research Institute in 1968 for state manpower research personnel from the six states in this region. A survey of state manpower officials will be conducted in the fall of 1967 to determine the interest of this group in participating in our manpower research program.

VII. Six-State Cooperation in Manpower Research

A. Colleges and Universities in the Great Plains States Region

One of the major factors leading to the award of a manpower institutional grant to Iowa State was the unique arrangement for regional cooperation among colleges and universities in the region. It is our hope that, on the one hand, a closer relationship can be developed between colleges and research-oriented universities in the future, and on the other between institutions of higher education and private and public decisionmakers who will be affecting the course of human resource development in our region.

There is a wide variation in the particular missions and philosophies of colleges and universities. Any cooperative arrangement must be flexible to permit autonomy and diversity. Yet all institutions of higher education have two common goals (with varying degrees of emphasis upon one or the other of these goals):

1. The dissemination of knowledge from one generation to another;

2. The creation and discovery of new knowledge through research.

Although many institutions of higher education have a national (and in some cases, international) orientation, and serve groups outside of this region, the impact of many colleges and universities is profoundly significant for human resource development for the local community, the state, and the region. The mission of this manpower grant is to facilitate a process whereby the talent of our colleges and universities can be brought to bear upon some of the problems of human resource development in our region.

To determine the desires of potentially interested institutions, a questionnaire was mailed out to presidents of 100 four-year colleges and universities on August 31, 1966. This was followed by a re-survey of non-respondents in April 1967. Replies were received from 66 institutions. Of these, 6 were not interested in participation, and 60 were interested in all or part of the activities of this grant.

A tabulation of the 60 favorable respondents indicates the following distribution of institution interests:

1. Interested in graduate fellowships and assistantships (59 institutions).

2. Interested in conferences, summer institute workshops, seminars and special lectures (60 institutions).

3. Interested in information on research grant applications (35 institutions).

4. Interested in information on manpower publications of participating scholars in our region (36 institutions).

5. Interested in manpower research bibliographies (26 institutions).

In addition other suggestions were volunteered by a number of respondents. Some of these related to studies regarding problems of discrimination against women, others related to programs for older citizens.

Each of the institutions interested in developing cooperative programs of manpower research were further requested to designate an institution representative to act in a liaison position with the manpower research unit. The following tabulation indicates the names of institutions, location and liaison representatives:

Colleges and address	Liaison Representative
Park College Parkville, Missouri 64152	John M. Hamilton Acting Dean of the College
Nebraska Wesleyan University 50th & St. Paul Streets Lincoln, Nebraska	Dr. M. D. Evans
Sioux Falls College Sioux Falls, South Dakota	A. M. Gowan, Dean
University of Omaha Omaha, Nebraska 68101	Dr. Lawrence A. Danton, Dir. Bureau of Social & Economic Research
University of North Dakota Grand Forks, North Dakota 58201	Dr. W. E. Koenker Vice Pres. for Academic Affairs
Saint Louis University Saint Louis, Missouri 63103	Dr. Sam Barone Assoc. Professor of Economics
Dana College Blair, Nebraska	Mr. Gilbert Regan
University of Iowa Iowa City, Iowa	Dean Billy L. Barnes College of Business Admin.
Southwest Missouri State College Springfield, Missouri	Kenneth D. Oliver, Jr. Asst. to the President

The Iowa Assn of Private Colleges and Universities 442 Des Moines Building Des Moines, Iowa 50309	Dr. Irwin J. Lubbers, President
Southern State College Springfield, South Dakota	Dr. Clair T. Blikre
Valley City State College Valley City, North Dakota	R. L. Lokken, President
Central College Pella, Iowa	William H. Thompson Vice Pres for Development
Friends University Wichita, Kansas	Harley J. Stucky Vice Pres of Academic Affairs
McPherson College McPherson, Kansas 67460	Dr. Marlin L. Frantz Dean of Academic Affairs
William Woods College Fulton, Missouri 65261	L. C. Smith Academic Dean
Kansas State Teachers College Emporia, Kansas 66801	Dr. Joost Yff Assistant Coordinator of Research & Institute Grants
Missouri Valley College Marshall, Missouri 65340	Gerald K. Saunders Economics Department
South Dakota School of Mines & Technology Rapid City, South Dakota	Dr. John Paul Gries Dean, Graduate Division
Northeast Missouri State Teachers College Kirksville, Missouri 63501	Dr. J. C. Wright Division of Education
Stephens College Columbia, Missouri 65201	Mr. Ralph C. Leyden Dir. of Educational Development
The School of the Ozarks Point Lookout, Missouri	J. F. Findlay Vice President for Academic Affairs
Kansas State University Manhattan, Kansas 66502	(to be designated) Assoc Dean, Grad School
Luther College Decorah, Iowa	Curtis Reiso Development Office
Union College Lincoln, Nebraska 68506	Laurence R. Downing

Creighton University Omaha, Nebraska 68131	Rev. Richard C. Harrington, S.J. Vice Pres for Academic Affairs
Graceland College Lamoni, Iowa 50140	Dr. F. S. Hough Chairman, Division of Social Science
Peru State College Peru, Nebraska 68421	Dr. Darrell Wininger Coordinator of Research and Grants
Wayne State College Wayne, Nebraska	Dean Norman Nordstrand
Clarke College Dubuque, Iowa 52001	Sister Mary St. Rose Burke, BVM Dean of Studies
William Penn College Oskaloosa, Iowa 52577	Donald G. Rebertus Asst. to the Dean
State College of Iowa Cedar Falls, Iowa	Daryl Pendergraft Executive Dean and Assistant to the President
Upper Iowa University Fayette, Iowa	Dr. Herschel Hendrix Vice President
Minot State College Minot, North Dakota	Dr. Randolph N. Foster Dean of the College
Dickinson State College Dickinson, North Dakota	O. A. Dehong
North Dakota State University Fargo, North Dakota 58102	Dr. L. D. Loftsgard Vice President
Wichita State University Wichita, Kansas	F. D. Jabara, Dean College of Business Admin.
University of Nebraska Lincoln, Nebraska 68506	Dr. E. S. Wallace, Dir. Bureau of Business Research 310 Social Science Bldg.
University of Missouri 202 Jesse Hall Columbia, Missouri 65201	Dr. Ellis R. Graham Assoc Dean of Graduate School
University of Missouri 5100 Rockhill Road Kansas City, Missouri 64110	Dean Wesley Dale Graduate School
University of Missouri Rolla, Missouri 65401	Dean Dudley Thompson Dean of Faculties

University of Missouri 8001 Natural Bridge Road St. Louis, Missouri 63121	Dr. Paschal Twyman Asst to Chancellor for Research
St. Mary College Xavier, Kansas 66098	Terrance M. Brungardt Chairman, Dept. of Sociology
Coe College Cedar Rapids, Iowa 52402	Ralph W. Pixler Dean of the College
William Woods College Fulton, Missouri 65251	L. C. Smith Academic Dean
Tarkio College Institute of Ethics Tarkio, Missouri 64491	Dr. Phillip W. Van Vlack Vice President
Rockhurst College 5225 Troest Avenue Kansas City, Missouri 64110	Rev. Frank J. Murphy, S.J.
Central Missouri State College Warrensburg, Missouri	Dr. Tom D. Edmunds Asst. to the President
University of South Dakota Vermillion, South Dakota	Mr. Vincent Montgomery Bureau of Business Research
Baker University Baldwin City, Kansas 66006	Dr. Donald Eilenstine Chairman, Dept. of Economics and Business Administration
Washington University St. Louis, Missouri	Prof. Edward Kalachek Dept. of Economics
Southeast Missouri State College Cape Girardeau, Missouri 63701	Dr. Mark F. Scully President
Loras College 1450 Alta Vista Dubuque, Iowa	Mr. Gerard Noonan Registrar
Huron College Huron, South Dakota	Dr. Phillip H. Mergler Dean of the College
Dakota Wesleyan University Mitchell, South Dakota 57301	Dr. Rex Skelley, Head Dept. of Education & Psychology
Evangel College Springfield, Missouri	Joel Chaney Chairman, Business Dept.
Midland Lutheran College Fremont, Nebraska 68025	Dr. Wm. F. Zimmerman Vice President

Donnelley College 1236 Sandusky Kansas City, Kansas 66102	Mr. Thomas Beier
Buena Vista College Storm Lake, Iowa 50588	Dr. John P. Williams
Wartburg College Waverly, Iowa 50677	Dr. Melvin L. Kramer Chairman, Business Admin and Economics

In addition to a liaison representative for each participating institution a roster of scholars is being prepared including OMPER's list of Manpower Research Personnel as well as our own list which will include college personnel from many disciplines involved in teaching and/or research in subject areas directly in or closely allied to the manpower field.

B. Regional Clearinghouse for Manpower Research

One provision in the manpower grant to Iowa State University calls for the establishment of a clearinghouse of published and on-going research for colleges and universities in this region.

Existing clearinghouses such as the operations at the University of Wisconsin, Michigan State University, Ohio State University, the National Science Foundation, etc., will not be duplicated. The emphasis of our project will be limited primarily to the six-state region.

The University of Michigan-Wayne State Institute of Labor and Industrial Relations has proposed a national clearinghouse of information. If this project is developed, we hope to coordinate our regional operations with this national endeavor.

At present the regional clearinghouse has not been developed to its fullest operational level. A lack of office space and secretarial and professional staff have operated as constraints during the first year. By mid-1967 the clearinghouse should be in full operation.

C. Cooperation to Date

Cooperation with colleges and universities in our region has exceeded our initial expectations. In the October Human Resources Conference, 24 faculty members from this region participated in the two-day program, (see VIII A below). For the June Summer Manpower Research Institute, 22 faculty members have applied and have been admitted to this program as "Manpower Fellows," (see VIII B below). In addition, four research assistantships have been awarded to graduates of colleges and universities located in this region.

VIII. Conferences, Workshops, and Institutes.

A. Human Resources Conference on October 13 and 14, 1966.

One of the major goals of the Manpower Research Unit is to provide for the dissemination of the research findings to decision-makers in action agencies. Close cooperation was particularly envisioned with the newly formed Iowa State Manpower Development Council.

To promote an interchange of ideas between university research personnel staff involved in manpower action programs and interested students and adult citizenry a Human Resources Conference was sponsored jointly by the Iowa State Manpower Development Council, the Cooperative Extension Service, and the Industrial Relations Center (the latter two at Iowa State University).

Target groups which were extended invitations to attend the conference included:

1. Guidance Counselors
   a. area schools
   b. high schools
2. Superintendents
   a. area schools
   b. high schools
3. Junior Colleges
4. Rural Area Development Executives
5. Area Development Committee
6. One hundred colleges in 6 state region (Iowa, Nebraska, Missouri, Kansas, North and South Dakots)
   a. Presidents
   b. Manpower Scholars
7. Industrial Relations Centers
8. Midwest Economics Association Members
9. Labor Economists
10. Appropriate state officials of agencies
11. Regional and federal officials
12. CAP directors
13. OJT project directors in region
14. Council on Food Service Education
15. League of Women Voters
16. Great Plains States Region Manpower Advisory Committee

The attendance at the various sessions of the conference varied from 100 to 200. A followup evaluation questionnaire indicated that participants were highly pleased with the format of the conference and with the quality of speakers that we were able to invite to the various sessions.

Proceedings of the conference are being edited by Professors C. Phillip Baumel and Edward Jakubauskas, and will be published by the Iowa State University Press.

(A brochure of this conference is available upon request.)

The following is a list of the panel chairmen and speakers participating in the Human Resources Conference:

1. Marvin A. Anderson
   Dean, University Extension Service, Iowa State University, Ames.

2. C. Phillip Baumel
   Associate Professor of Economics, Iowa State University, Ames.

3. George M. Beal
   Professor of Sociology, Iowa State University, Ames.

4. Kenneth E. Boulding
   Professor of Economics, University of Michigan, Ann Arbor. President-Elect American Economics Association.

5. Joseph G. Colmen
   Deputy Assistant Secretary for Education, U. S. Department of Health, Education, and Welfare, Washington, D. C.

6. Harold W. Davey
   Chairman, Industrial Relations Advisory Committee and Professor of Economics, Iowa State University, Ames.

7. Eber Eldridge
   Professor of Economics, Iowa State University, Ames.

8. Julia M. Faltinson
   Associate Dean, College of Home Economics, Iowa State University, Ames. Member, Great Plains States Regional Advisory Committee.

9. Gene A. Futrell
   Assistant Professor of Economics, Iowa State University, Ames.

10. James A. Harrington
    Member, Board of Control of State Institutions, State of Iowa

11. Edward B. Jakubauskas
    Professor of Economics, Iowa State University, Ames. Director of the Industrial Relations Center at Iowa State University. Formerly Director of the Iowa State Manpower Development Council.

12. William E. Koenker
Vice President for Academic Affairs, University of North Dakota, Grand Forks. Member, Great Plains States Regional Manpower Advisory Committee.

13. Lee Kolmer
State Leader, Agricultural and Economic Development, Cooperative Extension Service, Iowa State University, Ames.

14. Irving Kovarsky
Professor of Business Administration, University of Iowa, Iowa City.

15. Sylvia G. McCollum
Program Planning Officer, Division of Adult and Vocational Research, U. S. Office of Education, Washington, D. C.

16. Rev. Austin E. Miller, S. J.
Chairman, Social Order Conference, Creighton University, Omaha, Nebraska. Chairman, Great Plains States Regional Manpower Advisory Committee.

17. Ronald C. Powers
Associate Professor of Sociology, Iowa State University, Ames.

18. Harold L. Sheppard
Staff Social Scientist, W. E. Upjohn Institute of Employment Research, Washington, D. C.

19. James A. Socknat
Deputy Director, Iowa State Manpower Development Council. Member, Iowa Bar Association.

20. Gerald G. Somers
Professor of Economics and Director, Industrial Relations Research Institute, University of Wisconsin, Madison.

21. James A. Thomas
Executive Director, Iowa Civil Rights Commission, Des Moines.

22. Edgar Weinberg
Chief, Division of Technological Studies, U. S. Bureau of Labor Statistics, Washington, D. C.

23. J. Earl Williams
Professor of Economics and Director, Human Resources Institute, University of Houston, Houston, Texas.

The participation of college and university faculty from the six-state Great Plains States and from colleges outside the region was particularly heartening at this early stage of our grant. Among the participants at the Conference were:

1. E. M. Aronobt, Marshall Community College (Iowa)
2. Sam Barone, St. Louis University (Missouri)
3. William Bergman, University of South Dakota
4. Braulie Caballero, Upper Iowa College
5. Kathleen Camin, Wichita State University (Kansas)
6. Roy Chung, State College of Iowa
7. Charles B. Clark, Upper Iowa College
8. L. A. Danton, University of Omaha (Nebraska)
9. Ardyce Gilbert, South Dakota State University
10. Bill Hodges, Southwestern Community College (Iowa)
11. F. Charles Lampher, University of Nebraska
12. Mrs. Mary McGee, State College of Iowa
13. Richard E. Olson, Wichita State University (Kansas)
14. Robert K. Ordway, Culver-Stockton College (Missouri)
15. Gene Paul, Drake University (Iowa)
16. Martin M. Perline, Wichita State University (Kansas)
17. Joseph A. Pickler, University of Kansas
18. Don Rebertus, William Penn College (Iowa)
19. Curtis Reiso, Luther College (Iowa)
20. Everett Rehkop, Missouri Valley College
21. Ron Sagraves, Central College (Iowa)
22. Margaret Smiley, Wichita State University (Kansas)
23. Paul Stelmaschuk, University of Minnesota
24. Lee Taylor, Cornell University (Ithaca, New York)

25. L. B. Tulasiewisz, State College of Iowa

26. Joost Yff, Kansas State Teachers College, Emporia

B. Summer Manpower Research Institute

To promote research activity within college and university research centers in the six-state Great Plains State Region and to upgrade and improve the skills of scholars in the manpower field, a non-degree Summer Manpower Research Institute has been planned and formulated for June 12 through 16, 1967, at the Memorial Union in Ames, Iowa.

Twenty-two scholars from colleges in this region have applied and have been accepted to attend this program. In addition, seven scholars from outside the Great Plains Region have applied and have been admitted.

The faculty for the Institute include university scholars and government manpower experts. A total faculty contingent of 22 has been invited to participate, giving us an almost one to one faculty to participant ratio! A stipend will be paid to each participant and an honorarium to guest faculty.

Curriculum will cover "core" theory relating to manpower research - drawing heavily from the social science disciplines and including economics, psychology, sociology, statistics, and data processing. Also, research needs in manpower as well as current developments in manpower policy will be covered. (A conference brochure is available on request.)

The following is a preliminary list of faculty for the Institute:

1. Joseph Epstein, Office of Manpower Policy Evaluation and Research, U. S. Department of Labor (Washington, D. C.)

2. Robert Herman, Project Officer, Bureau of Research, U. S. Office of Education (Washington, D. C.)

3. David Hoover, Chief of Manpower Resources Branch, Division of Allied Health Manpower, U. S. Public Health Service (Arlington)

4. Professor Karl Fox, Department of Economics Head, Iowa State University (Ames)

5. Martin McGuire, Office of Program Plans and Analysis Director, Economic Development Administration, U. S. Department of Commerce (Washington, D. C.)

6. Professor Trevor Howe, Department of Education, Iowa State University (Ames)

7. Dr. Kenneth Wold, Research Coordinating Unit Director, Iowa Department of Public Instruction (Des Moines)

8. Professor Aaron Lowin, Department of Psychology, Iowa State University (Ames)

9. Professor Tom Lyons, Department of Psychology, Iowa State University (Ames)

10. Professor Don Zytowski, Department of Psychology, Iowa State University (Ames)

11. Professor Michael Schwartz, Department of Sociology, Indiana University (Bloomington)

12. Professor James Whittington, Department of Sociology and Anthropology, Iowa State University (Ames)

13. Professor Charles Holt, Department of Economics, University of Wisconsin (Madison)

14. Dr. Joseph E. Morton, The W. E. Upjohn Institute for Employment Research (Washington, D. C.)

15. John Goltman, Regional Representative, Public Health Service Regional Office, U. S. Department of Health, Education and Welfare (Kansas City)

16. J. Kelly Mudd, Program Officer MDTA, U. S. Office of Education (Kansas City)

17. Walter Williams, Economist, Office of Research Plans, Programs & Evaluation, Office of Economic Opportunity (Washington)

18. Professor Jack Siegman, Department of Sociology, University of Nebraska (Lincoln)

19. Arnie Solem, Regional Administrator, Bureau of Employment Security, U. S. Department of Labor (Kansas City)

20. Professor Edward Henry, Graduate School of Business, University of Rochester (Rochester)

21. David E. Knuti, Manpower Specialist, U. S. Office of Economic Opportunity (Kansas City)

22. Professor Ward W. Bauder, Department of Sociology, Iowa State University (Ames)

The following is a preliminary list of participants in the Institute:

1. Robert L. Herman, General Beadle State College, Madison, South Dakota
2. John A. Delehanty, Kansas State University, Manhattan
3. David E. Cooper, Iowa Wesleyan College, Mount Pleasant
4. Perry Thompson, Tarkio College, Tarkio, Missouri
5. Keith Turner, Tarkio College, Tarkio, Missouri
6. J. C. Wright, Northeast Missouri State Teachers College, Kirksville
7. E. J. Paul, Drake University, Des Moines, Iowa
8. Clarence W. Ketch, Southwest Missouri State College, Springfield
9. J. David Lages, Southwest Missouri State College, Springfield
10. Robert E. Scott, Kansas State College, Pittsburg
11. Rev. Edmund A. Kurth, Loras College, Dubuque, Iowa
12. Milton E. Holtz, Southern State College, Springfield, South Dakota
13. Maurice Pfannestiel, Wichita State University, Wichita, Kansas
14. V. E. Montgomery, University of South Dakota, Vermillion
15. Dr. Thomas J. McCrystal, University of North Dakota, Grand Forks
16. J. Richard Simon, The University of Iowa, Iowa City
17. John E. Kramer, University of Missouri, St. Louis
18. Ingo Walter, University of Missouri, St. Louis
19. F. A. Raley, College of Engineering and Architecture, Fargo, North Dakota
20. Wayne Anderson, University of Missouri, Columbia
21. Donald J. Schneider, Loras College, Dubuque, Iowa

22. Russell A. Snyder, Municipal University of Omaha, Omaha Nebraska

23. Jerald F. Robinson, University of Missouri, Columbia

24. Anne Smith Denman, Central Washington State College, Ellensburg, Washington

25. Clayton C. Denman, Central Washington State College, Ellensburg, Washington

26. Gerald E. Boggs, Oklahoma State University, Stillwater

27. Paul V. Braden, Oklahoma State University, Stillwater

28. Graeme H. McKechnie, University of Wisconsin, Madison

29. James D. Tarver, University of Georgia, Athens

30. Wallace Mandell, Staten Island Mental Health Society, Staten Island, New York

31. Rev. Austin E. Miller, Creighton University, Omaha, Nebr. (Also, Chairman, Great Plains States Regional Manpower Advisory Committee)

SUMMER MANPOWER RESEARCH INSTITUTE: 1967

(Tentative Program)

Monday, June 12 — Research Programs

TIME	TOPIC	SPEAKER	ROOM
9:00 a.m.	Introduction - Purpose of Institute		Pioneer Room
9:15	Manpower Research Programs U. S. Department of Labor	Joseph Epstein	Pioneer Room
10:15	Coffee Break		
10:30	Manpower Research Programs U. S. Office of Education	Robert Herman	Pioneer Room
11:30	Discussion		
12:00 noon	Lunch		Cafeteria, & meet in Room 39
2:00 p.m.	Manpower Research Programs U. S. Office of Economic Opportunity	Walter Williams	Pioneer Room
3:00	Coffee Break		
3:15	Manpower Research Programs U. S. Public Health Service	David Hoover	Pioneer Room
4:15	Discussion		
5:00	End of Day		
7:00	Informal Reception - Memorial Union		Campanile Room

Tuesday, June 13 - Regional and Area Development

TIME	TOPIC	SPEAKER	ROOM
9:00 a.m.	Introduction		Pioneer Room
9:15	Concept of the "Functional Economic Area"	Karl Fox	Pioneer Room
10:15	Coffee Break		
10:30	Program Planning & Research for Economic Development	Martin McGuire	Pioneer Room
11:30	Discussion		
12:00 noon	Lunch		Cafeteria, & meet in Room 39
2:00 p.m.	The Mission & Operation of Area Vocational Schools and Community Colleges	Trevor Howe	Pioneer Room
3:00	Coffee Break		
3:15	The Role of State RCU's	Kenneth Wold	Pioneer Room
4:15	Discussion		
5:00	End of Day		

Wednesday, June 14 - Psychological Research

TIME	TOPIC	SPEAKER	ROOM
9:00 a.m.	Introduction		Pioneer Room
9:15	Psychological Theory & Manpower Research	Edward Henry	Pioneer Room
10:15	Coffee Break		
10:30	Systematic Issues in the Choice of Research Strategies in Organization Psychology	Aaron Lowin	Pioneer Room
11:30	Discussion		
12:00 noon	Lunch		Cafeteria, & meet in Room 39
2:00 p.m.	Organizational Theory	Tom Lyons	Pioneer Room
3:00	Coffee Break		
3:15	Research Activities in Occupational Choice	Don Zytowski	Pioneer Room
4:15	Discussion		
5:00	End of Day		

Thursday, June 15 — Sociological and Anthropological Research

TIME	TOPIC	SPEAKER	ROOM
9:00 a.m.	Introduction		Room 205
9:15	Sociological Theory: Study of Work	Michael Schwartz	Room 205
10:15	Coffee Break		
10:30	Anthropological Research: Study of Work	James Whittington	Room 205
11:30	Discussion		
12:00 noon	Lunch		Cafeteria & meet in Room 39
2:00 p.m.	Modes of Labor Force Withdrawal: The Older Citizen	Ward Bauder	Room 205
3:00 p.m.	Coffee Break		
3:15	Automation and the Modern Worker	Jack Siegman	Room 205
4:15	Discussion		
5:00	End of Day		

Friday, June 16 - Methodology and Research Needs

TIME	TOPIC	SPEAKER	ROOM
9:00 a.m.	Introduction		Pioneer Room
9:15	A Computer Approach to Employment Service Placement and Counseling	Charles Holt	Pioneer Room
10:15	Coffee Break		
10:30	The Current Population Survey	Joseph E. Morton	Pioneer Room
11:30	Discussion		
12:00 noon	Lunch		Cafeteria & meet in Room 39
1:30 p.m.	Panel of Research Needs and Discussion	John Goltman J. Kelly Mudd Arnie Solem David E. Knuti	Pioneer Room
3:30	Coffee Break		
4:00	Evaluation of Institute (& Expense Vouchers)		Pioneer Room
5:00	End of Institute: 1967		

IX. Progress to Date and Future Plans

A. Progress to Date

During the first two months of the grant period (July 1 through August 31, 1966) little work was done either in planning or implementing this grant. Faculty associated with this project as well as a number of key university administrators were, for the most part, away from campus over this period.

The four-month period from September to December was one of program planning, budgeting, fulfilling routine housekeeping chores and negotiating with university administrators for office space, equipment, and ancillary supporting services for conferences, workshops and other project activities.

On December 9th 300 square feet of office space was acquired for this grant and an additional 600 square feet will be made available on or about June 1, 1967. This contribution of the University is all the more significant in light of the serious shortage of office space on campus.

In terms of program development, emphasis has been placed on the development of specific research projects within broad areas, of significance to Iowa and the region. At present the following have been identified as major research areas:

1. Health Manpower
2. Job Vacancy Surveys and Occupational Employment Information
3. Leadership and Managerial Studies
4. Farm Manpower Studies

Our contract has been modified to extend the first year's termination date from June 30, 1967 to August 31, 1967. The additional two months will permit more effective planning for the next two years of the project's contract.

To this date, the most successful accomplishment has been the co-sponsorship of a Regional Conference on Human Resources. The next month will see the completion of a Summer Manpower Research Institute, the development of a regional clearinghouse of activity and information, and the further advancement of current research projects.

Also, in terms of contributing to the future "pipeline" of manpower personnel, two new courses have been initiated by the Department of Economics at Iowa State University - one at the undergraduate, and the other at the graduate level. The undergraduate course (Economics 441, Manpower

Economics) had thirty students enrolled in the winter quarter. The graduate course (Economics 592, Advanced Labor Market Analysis) has nine students in the current Spring Quarter.

B. Future Plans

1. Publications

During the next year (1967-69) strong emphasis will be placed upon developing a monograph-reprint publication series in manpower. This appears to have the highest priority in our future plans. The faculty associated with our Center have had a number of acceptances of articles in scholarly journals during the current year. Much of this research has been made possible by this grant. Also, we have a number of other publications in process which would be suitable for monographs or books. We have discussed the possibility of developing a publication series with the Iowa State University Press. They have been very receptive to possible arrangements in this area.

2. Clearinghouse of Manpower Information and Research

To be fully effective, research results must be made available to policymakers and other scholars involved in manpower research. Excellent cooperation is anticipated with colleges and universities in our region. (Sixty per cent of colleges and universities in our region are interested in cooperating with our Center on the manpower grant!) During 1967-68, with an enlargement of our staff, we will emphasize close liaison with local, state, and federal regional manpower officials in identifying research needs and in establishing a closer "research-action" operation for the Great Plains States Regional Manpower Advisory Committee, the officials of the Iowa Employment Security Commission (and staff), and with federal regional officials in Kansas City. For 1967-68 a closer working relationship will be developed with all state officials involved in the manpower field - following the model which we have already developed in Iowa.

3. Workshops and Conferences

During the summer of 1968 we are considering a Summer Manpower Research Institute for state and local research personnel involved in manpower. This would include Employment Security offices, State OEO, Health, Department of Education, as well as other interested agencies. Close liaison will be maintained with federal regional officials in planning the program.

If our health manpower proposal receives final approval from the U. S. Office of Education our plans call for a series of conferences to identify training needs for health manpower in Iowa and the Great Plains States Region.

4. Development of Manpower Specialists

During 1966-67 six graduate students, interested in the field of manpower, had received research assistantships under our manpower grant. For 1967-68 we hope to increase this number to eight assistantships, and for 1968-69 our plans call for the award of at least nine fellowships to senior graduate students and research assistantships to beginning students.

C. The Director's Personal Evaluation

Even at this early stage the manpower institutional grant has had a significant impact upon the State of Iowa, our university and the region. Within the three-year period alloted to this grant the changes will be significant, and if the contract period is extended the changes could well be quite profound.

To appreciate the full impact of the manpower grant one has to understand two major structural changes operating within our environment:

1. Iowa State University is an institution dedicated heavily to research and education in science and technology. Only about 2% of research funds flow into social science research in this institution! Yet, in his inaugural address President W. Robert Parks has called for increased emphasis upon a "new humanism." The administration of this university appears to be eager to extend its excellence to the social sciences. Though our grant represents a minute portion of total research funds, it is a significant portion of outside funds earmarked for the social sciences. A grant such as ours can act as a "catalytic agent" in attracting faculty and students to the various social science disciplines on campus.

2. Iowa and other states in our region are undergoing changes in the utilization of manpower with heavy out-migrations of population from rural to urban areas. With this change, the past social and economic conservatism is giving way to a climate of "moderation." New urban-type problems demand new solutions. Indicative of this change has been the

present re-direction of our university's extension services toward social and economic issues and problems. The Cooperative Extension Service at Iowa State University won an award from the U. S. Department of Agriculture - and national recognition - for its public affairs program on "Taxation and Education." For 1966-67 the public affairs program will present a series on "Poverty and Welfare." In general, the Extension Service appears to be moving toward the solution of regional and urban, and human resource problems. The U. S. Department of Labor's manpower grant was initiated in a timely period of change.

We fully anticipate that the manpower institutional grant awarded to Iowa State University will have a "leverage-multiplier" effect upon our university and the region which will yield a high rate of return - far beyond the initial three-year award of $236,000.

ADDENDA

After completion of the final draft of this progress report, seven additional colleges and universities returned questionnaires relating to interest and participation in our manpower institutional grant. Six out of seven institutions are interested in participating in this program (the seventh institution may be interested at a future date).

The six cooperating institutions and their liaison representatives are:

(1) Culver-Stockton College (Missouri)	Dr. Henson Harris Vice Pres. for Academic Affairs
(2) Chadron State College (Nebraska)	Eugene M. Hughes Adm. Asst.
(3) Center for Regional Studies University of Kansas	David L. Huff, Director Center for Regional Studies
(4) South Dakota State University	Prof. Howard Sauer, Head Dept. of Rural Sociology
(5) Westmar College (Iowa)	Prof. Robert Henrich Dept. of Sociology
(6) Iowa Wesleyan College	Prof. David E. Cooper Dept. of Economics